

Turkey Point Nuclear Plant...a FPL Turnaround Success Story

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During the mid- to late-1980s, the Turkey Point Nuclear Plant failed to achieve the standard of excellence desired by FPL and required in today's post-TMI commercial nuclear industry environment. These were years when the plant experienced several events which adversely affected operating performance and resulted in numerous regulatory enforcement actions. In June of 1987, Turkey Point was placed on the NRC's "Watch List" for troubled plants, where it remained for almost three years.

During this period, FPL undertook a number of initiatives to improve operations at Turkey Point including: personnel changes, procedural upgrades, programs to improve teamwork and accountability, etc. However, FPL management and the NRC continued to identify procedural breakdowns and failures in complying fully with regulatory requirements. By the autumn of 1990, the plant was still experiencing equipment problems, maintenance and engineering backlogs, high employee turnover, poor morale, and high cost.

In 1991, a new management team instituted a culture change to correct these problem conditions. The new culture stressed conservative operations, maintenance for the long-term, employee accountability, open relationship with regulators, and proactive communications with the news media and public. This culture became the foundation for a massive turnaround. Overall performance began to show significant improvement. Progress continued through Turkey Point's Emergency Diesel Generator upgrade in 1991...a project requiring a lengthy shutdown of both units. Then, on August 24, 1992, Hurricane Andrew hit Florida and the Turkey Point Plant, disrupting its operations and severely impacting the personal lives of plant employees. This adversity prolonged, but did not dampen, Turkey Point's turnaround program. Some of the dramatic improvements realized at Turkey Point since 1990 include: a 75% unplanned auto trip reduction, a 41% decrease in collective radiation exposure levels, a 30-day reduction in average refueling outage durations, an equivalent availability factor which has averaged 90% over the past three years, et al. Of note, is the fact that Turkey Point achieved these improvements while significantly reducing staffing levels and operating costs.

Testimony to Turkey Point's successful turnaround was received in 1994 when the NRC awarded the plant its first of two consecutive SALP "1.00" ratings. Recognition was also received from *Nuclear News* which in 1995 proclaimed Turkey Plant the most improved nuclear power plant on the basis of its capacity factor improvement. Early this year,

Turkey Point was one of two plants recognized by the NRC as being a "Superior Performer".

Today, Turkey Point continues its quest for excellence by "raising the bar". All indicators of safety, operating and regulatory performance continue to trend favorably. Emphasis is now on improving plant economic performance as FPL management anticipates the possibilities of entering a competitive environment. Many future challenges remain, but FPL is confident in the ability of its Turkey Point management team to build on their successes of the past six years to retain its status as a "Best In Class" nuclear operation.